

CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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October 11, 2012

TO: Concord Finance Committee

FROM: Diana F. Rigby, Superintendent
John Flaherty, Deputy Superintendent

RE: Annual Budget Data Requests

Our presentation this evening provides a focused response to questions and requests for information in the August 2012 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chair, John C. Hutchins. Budget discussions for FY14 are underway with the principals and central office administrators. Our core budgeting principles include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and funding for the high school building project.

The school committees will give direction to the administration as we move forward in the process.

CONCORD-CARLISLE HIGH SCHOOL

The major focus for FY14 CCRSD budget development is to ensure a strong academic program at the most reasonable cost. This is critical to both communities as we work towards high school project reimbursement funding being restored. We have maximized our existing resources of in-district funds and anticipated circuit breaker receipts in FY2014 budget development to lower operating budget assessments.

For the first time in several years we have planned the FY14 budget at full current DOR values for State aid as the States' finances seem more stable. We have used excess and deficiency (E&D) funds in the regional budget development to lower the impact of assessments to Concord and Carlisle. In the recent and more fiscally challenging years, we have significantly increased our contributions to lessen the assessment impact. For FY11 and FY 12, we contributed \$425,000, and for FY 13 we increased the in-district contribution to \$600,000, our planned FY14 in-district contribution is also \$600,000. Our FY11 E&D certification is \$1,166,660. Our projection for FY12 E & D certification is in the 4.7% range as we work to preserve the current Aaa bond rating which is critical to the Region's future borrowing needs.

Question 1. What specific factors contributed to substantially higher per-pupil expenditures for CCRSD in FY2011 than for Lincoln-Sudbury, Acton-Boxborough, and Dover-Sherborn high schools? Than for the Bedford, Lexington, Wayland, and Wellesley K - 12 school systems? Please discuss in terms of costs of

- *Total instruction*
- *Materials and technology*
- *Administration*
- *Pupil services*
- *Special education*
- *Guidance and counseling*

Comparing a K12 system to a 9-12 high school is misleading because K12 systems are more efficient. The number of teachers needed at the K5 level is much lower than the 9-12 level. The only true 9 – 12 comparison in the group is Lincoln - Sudbury.

As shown below, the CCRSD's teaching contract's highest salary is the second highest in the comparison group; this factor increases PPE in the Instruction, Pupil Services, Special Education and Guidance and Counseling areas.

<u>Top Step</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
CCRSD (9-12)	\$ 101,920	104977	108127
Acton Boxborough (7-12)	\$ 76,357	77357	
Dover Sherborn (6-12)	\$ 97,848	98826	
Lincoln Sudbury (9-12)	\$ 101,514		
Bedford	\$ 86,191	86622	87925
Lexington	\$ 94,677		
Wayland	\$ 104,844	105877	
Wellesley	\$ 86,589	87455	
Average of Comparison Group	\$ 92,574	\$ 91,227	\$ 87,925
CCRSD To Group Comparison	10.10%	15.07%	22.98%

Additionally, CCRSD's teacher contract caps workload at 90:1 students within departments, or 95:1 for compelling reasons. CCRSD's course load of four teaching periods, in comparison to other districts is also lower which translates into more teachers being needed at CCHS. And, since our teachers are paid higher than those of teachers in the comparison group, our costs are higher.

In regard to Materials and Technology, we believe we have one of the strongest integrations of technology in the classroom within the state and this cost is reflected in CCHS's PPE. To prepare our students for the skills demand of the future, this is a vital expenditure.

Question 2. Why did per-pupil expenditures increase so rapidly during FY2010 - FY2012?

In FY10, expenditures increased \$1,076,754, approximately \$310K of increases in special education transportation, bus replacement and insurance costs made up 30% of the increase, the other \$800K was mainly in salary escalation and instructional computer technology infusion.

In FY11, non-salary expenditure increases in the following areas drove the majority \$1,283K increase: instructional computer expenditures dropped 200K, but the system's network required bandwidth increases and networking component replacements at \$375K, science and social studies instructional materials and equipment increased \$75K, SPED \$300K, building repairs in operating budget \$85K, replaced maintenance vehicle \$42K, legal costs \$40K, fuel and electricity \$70K, insurance \$150K, and a reserve of \$250K for the technology stabilization fund is also reflected.

In FY12, the \$996K expenditure increase is made up of the following: instructional technology increased by \$200K, foreign language texts \$35K, professional development \$25K, building repair \$100K, network expenditures \$270K, bus driver salaries \$50K, SPED transportation \$70K, OPEB \$250K reserve.

Question 3. What are your top 3-4 priorities in terms of improved learning/development effectiveness over the next 5-7 years? What are the desired outcomes? What resources will be needed? What performance milestones should we expect?

The top priorities over the next 5-7 years include increasing the number of high school students who master critical end of course standards, score proficient/advanced on the Math and English Language Arts (ELA) MCAS, maintaining 100% competency determination for every graduating student, increasing the number of students who participate in at least one co-curricular activity each year they attend CCHS, increasing the number of seniors who report a connection to at least one adult during their high school tenure, increasing the use of digital tools, Moodle, etextbooks, and 1:1 laptops, implementing Common Core Standards, common assessments, and data teams, developing professional collaboration to analyze student work and adjust instructional practices to improve student learning, and implementing the new educator supervision and evaluation model. The outcome benchmarks include the following: 85% of CCHS students earn 2.0 or higher, 90% Adv/Prof on ELA MCAS at Grade 10, 80% Adv/Prof on Math MCAS, 100% Competency Determination, 90% IEP goals for Special Education students, CCHS students use digital tools to demonstrate content understanding, data teams regularly use protocols for looking at student work, analyzing data, and adjusting instructional practices, 90% students participate in at least one co-curricular activity each year they attend CCHS, and 100% of seniors report a connection to at least one adult. (See attached District Goals 2012-13).

Resources needed include maintenance of staffing levels, professional development, teacher collaboration time, increased technology tools, and increased administrative technology tools for the supervision and evaluation system.

Question 4. What is the outlook for the growth rate in total operating expenditures for CCRSD over the next five years?

Based on historical spending patterns and currently known collective bargaining agreements CCRSD operating expenses are anticipated to require 3-5% funding increases. Variations in state funding levels for circuit breaker reimbursement levels could negatively affect this projection.

What is the outlook for total enrollments at CCHS? For the Concord/Carlisle Ratio? For METCO and other non-resident students?

While we believe we will be stable in the 1,200 to 1,225 range for the next few years, it will be important to consider the recent significant increase of over 180 students in the past two years at CPS. Further out we will need to assess the impact of Carlisle's new building to determine its impact on their declining enrollment. The assessment ratio is projected by NESDEC to increase Concord's proportion of costs as shown in the following chart. METCO and non-resident populations are projected as being stable.

**Projected Distribution of Concord and Carlisle Residents at CCHS
Based upon NESDEC Projections October 4, 2011**

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2011-12	1,209	1,130	811	71.77%	319	28.23%
2012-13	1,206	1,126	803	71.31%	323	28.69%
2013-14	1,217	1,143	816	71.39%	327	28.61%
2014-15	1,220	1,153	825	71.55%	328	28.45%
2015-16	1,238	1,177	840	71.37%	337	28.63%
2016-17	1,228	1,167	840	71.98%	327	28.02%
2017-18	1,227	1,164	862	74.05%	302	25.95%
2018-19	1,257	1,192	889	74.58%	303	25.42%
2019-20	1,266	1,201	921	76.69%	280	23.31%
2020-21	1,282	1,214	948	78.09%	266	21.91%
2021-22	1,230	1,164	899	77.23%	265	22.77%

What is the outlook for Special Education expenditures, out-of-district placements and reimbursements?

The short term outlook for special education expenditures is encouraging. In our development of the FY2014 request we have reduced out-of-district budget line items by \$500K. However, we do know that need in the K8 district will eventually make its way into the high school environment. Our early intervention strategies have been helpful in mitigating special education costs. The reimbursement forecast is also encouraging; as State finances have improved the reimbursement percentages have been approaching the legislated level of 75% above the threshold of \$40,516.

What is the outlook for faculty compensation including steps, scales, and lane changes? Please provide a summary of the major collective bargaining agreements (those covering more than ten employees) showing the duration of each such contract, its expiration date, the number of employees covered by the agreement and the annual escalators in the contract for FY 12, 13, 14 and 15 (if applicable) for salary steps, lanes and scales, employee compensation, and what changes you foresee over the next five years.

The table below summarizes the status of our seven collective bargaining units with

more than ten employees. The table also identifies the number of teachers at top step in their respective teacher association.

Collective Bargaining Status

		<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Expiration</u>	<u>Members</u>	<u>Top Step</u>
Concord Teachers Association		0.75%	2.00%	2.00%	1.75%	6.30.15	198	32.9%
All Steps 4%								
Lanes								
B to B15 - 5%								
B15 to Masters 11%								
Beyond Masters approximately 2.5% for each additional 15 graduate credits								
Concord-Carlisle Teachers Association	Steps 1-16	0.75%	2.25%	2.25%		6.30.14	123	39.5%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%				
B to B15 - 5%								
B15 to Masters 11%								
Beyond Masters approximately 2.5% for each additional 15 graduate credits								
Secretaries Unit		2.00%	2.00%			6.30.13	37	
CPS Building Service Workers		2.25%	2.25%	2.25%	2.25%	6.30.15	15	
CCHS Building Service Workers		2.25%	2.25%	2.25%	2.25%	6.30.15	9	
Bus Drivers Unit - Expired		3.10%				6.30.12	31	
CCHS Tutors		2.00%	2.00%			6.30.13	30	

Please comment on recent trends in the costs of employee benefit programs, how those costs have been changing as a percentage of overall employee compensation, and what changes you foresee over the next five years.

In the past three years we have seen stabilization in the rate of increases for medical insurance and the impacts of legislative changes have allowed us to reduce our budgetary needs to fund this benefit in the FY2014 budget development process. On a longer term basis, the inflationary pace of employee benefits has exceeded the rate of salary escalation resulting in a greater level of benefits within total compensation. Looking forward, changes in national policy, a growing awareness of dietary impacts and proactive wellness plans may result in positive cost trends.

Please discuss your plans for meeting the Region's obligations for FY14 and projected through FY18 for funding retirees' other post-employment benefits (OPEB) and anticipated changes in the amounts to be paid during those years toward unfunded pension liabilities.

The Concord-Carlisle Regional School Districts plan for meeting the OPEB would be to increase the funding level by \$100,000 per year till the Annual Required Contribution (ARC) is reached. However, the current amount in the FY2014 CCRSD request is \$300,000, which is only \$25,000 more than the FY2013 level.

What is the outlook for numbers of faculty FTEs, administrative FTEs, and total FTEs? Please indicate what percentage of your faculty has now achieved the highest step in the pay grade.

Instructional FTE levels will respond to changes in enrollment, and additions or deletions of program. Administrative FTE levels may need to increase in order to provide responsiveness to an increasingly more complex technology environment, more demanding state reporting, new supervision and evaluation process, HS project administration, and public records requests.

What are the main uncertainties that you face in projecting forward?

Our main uncertainties moving forward are costs associated with enrollment, special education, adequately funding technology, landfill remediation and transportation costs.

How would programs, staffing, faculty levels or information technology plans be affected if the FY 14 budget were to be approved (a) with only a 2% increase above the FY 13 budget? or (b) with no increase at all over the FY 13 budget?

(a) A 2% operating budget request would be .64%, or \$151,653 below our current planning increase. This would be equivalent to a reduction of approximately 3-4FTEs, or a reduction in planned OPEB reserve.

(b) A 0% operating budget request would be \$624,600 below our current planning increase. This would eliminate the planned OPEB reserve, the equivalent of 6.5-8 FTE or the reduction of \$178K in budgetary resources for technology expenses and reductions in supplies and materials of \$146,600.

Question 5. What level of capital expenditures is planned over the next five years? Please identify what expenditures will be proposed to be financed through the issuance of long-term debt and what expenditures will be proposed to be financed as capital outlays within the current budget of each year (without debt issuance)?

\$92,500,000 of capital expenditure is planned for the new high school project to be financed through the issuance of long-term debt. There are no current capital outlay plans for interim projects in the existing facility; we plan on spending for necessary health and safety issues only.

Question 6. Please discuss any anticipated changes in the FY 13 budgeted amount for transportation services and the amounts you contemplate for the FY 14 budget and over the next five years.

The following chart identifies an estimated \$333K of FY2013 unanticipated expenses for fuel, labor and leases for transportation services. The \$333K will be allocated on 60/40 ratio to CPS and CCRSD. The FY2014 budgets include \$350K for transportation expenses. The FY2014 budgets do not include any funding requests for bus replacements.

FY13 Additional Transportation Costs	Lease Cost	FY13 Cost	FY13 Allocation		FY14	FY14 Allocation		FY15
			CPS	CCRSD		CPS	CCRSD	
Leasing								
Billerica Facility Lease	\$42,000	\$ 42,000	\$ 25,200	\$ 16,800	\$ 45,000	\$ 27,000	\$ 18,000	\$48,000
Proposed Acton Facility Lease*	\$48,000	\$ 36,000	\$ 21,600	\$ 14,400	\$ 50,400	\$ 30,240	\$ 20,160	\$54,000
Office Trailer with Restroom (46' x 12' - planning number only plus tight tank allowance)		\$ 28,000	\$ 16,800	\$ 11,200	\$ 28,000	\$ 16,800	\$ 11,200	\$29,400
-- FY 13 cost assumes 10/1/12 lease signing								
Associated Labor Costs								
Additional driver time with Acton starting point (6.8 Miles from Townhouse) and with Billerica repair facility.								
ST Rate -- 2 X .5 hrs X 36 Drivers X \$22.38 X 180 school days =		\$ 145,022						
OT Rate -- 2 X .5 hrs X 36 Drivers X \$33.57 X 180 school days =		\$ 217,534						
Blended Rate (50% OT/50% ST)		\$181,278	\$108,767	\$72,511.2	\$ 181,278	\$108,767	\$ 72,511	
** Used top step of FY12 labor rate -- \$22.38 straight time								
Associated Fuel Costs								
Additional Driver fuel cost with Acton starting point -- 2 gallons a day @ \$3.51 per gallon X 36 buses X 180 days of school								
2*3.51*36*180=		\$ 45,490	\$ 27,294	\$ 18,196	\$ 45,490	\$ 27,294	\$ 18,196	
Estimated range of cost associated with Acton based operation is \$190K to \$263K for labor and fuel.								
		\$332,768	\$199,661	\$ 133,107		\$210,101	\$140,067	
60 days to sign Acton RFP after due date of August 31, NLT October 30								

Question 7. Please report on the amounts in all stabilization and reserve funds and any planned uses of or additions to those funds in FY 14.

The CCHS Stabilization fund created after the 1992 projects has a balance of \$8,187.21 as of September 30, 2012, The Technology Stabilization fund has a September 30, 2012 balance of \$293,554.68. The newly authorized CCHS Special Education stabilization fund does not contain any funds to date. An addition to the Technology Stabilization will be determined in the FY2012 closing process and is currently estimated to be above \$250,000.

Question 8. Please provide information as to the actual or anticipated amount in the E&D account at the end of each of FY 12, 13 and 14 and how those amounts were or may be used in the following year.

The FY2011 certified E & D amount is \$1,166,660. FY2012 -2014 anticipated percentage levels are in the 4.5% to 4.9% range. These funds will be used to reduce assessments to member communities, but will also be kept as close to the statutorily ceiling of 5% to show financial strength to the lenders.

Question 9. Please report on all off-budget sources of funding, including all receipts, fees, federal, state and other grants for FY12, FY13 (as known to date) and anticipated or planned for FY14, including the finances of our METCO program (inclusive of transportation).

Please see chart below.

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget
GENERAL FUNDS					
TOTAL GENERAL FUND BUDGET LEVELS	22,357,071	23,498,427	23,981,012	24,290,423	26,691,126
- less debt service	1,038,831	1,124,235	747,738	643,036	2,419,139
GENERAL FUND OPERATING BUDGET LEVEL	21,318,240	22,374,192	23,233,274	23,647,387	24,271,987
EXTERNAL FUNDS					
FEDERAL GRANTS	617,875	754,197	385,366	378,738	378,738
STATE GRANTS-METCO	423,620	380,669	386,933	375,290	375,290
COMMUNITY CHEST	24,000	24,000	15,000	15,000	15,000
EXTERNAL FUNDS TOTAL	1,065,495	1,158,866	787,299	769,028	769,028
ALL FUNDS TOTAL	23,422,566	24,657,293	24,768,311	25,059,451	27,460,154
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.5%	4.7%	3.2%	3.1%	2.8%

Question 10. Please provide an overview of any contemplated changes in the criteria CCRSD uses to measure its performance and cost-effectiveness.

There are no changes contemplated.

CONCORD PUBLIC SCHOOLS

Question 1. Please discuss the factors that have impacted per-pupil costs most significantly in FY11, 12 and 13, the outlook for those factors in FY14 through FY18 and CPS per-pupil costs relative to per-pupil costs in comparable peer school systems. Please discuss in terms of:

- Regular Education
- Materials and Technology
- Administration
- Pupil services
- Special Education
- Guidance and Counseling

The most significant factors driving PPE costs in FY11 were special education expenditures. For the two previous fiscal years we had experienced downward trends in our special education expenditures; this trend was reflected in our development of the FY2011 CPS budget request of 0% increase, which included a \$300,000 decrease in out of district tuition line items. During FY11, the trend began to reverse, most notably in early childhood special education needs. As these students move through grade levels, and new students enter in earlier grades with similar needs, the initial costs remain while new costs needs enter the system. This trend continued into FY12 and FY13 and is anticipated to be present in fiscal years 2014 to 2018. For regular education our FY11 expenditures increased 2.17%. While this increase was insufficient to meet contractual salary obligations there were offsetting reductions in enrollment driven decreases. Special education costs decreased 4.2% in the FY2011 budget, and as mentioned the trend of declining costs in this area reversed and FY12 Special Education budgets increased 3.27%. The full impact of the increased special education costs was reflected

in the FY2013 budget with a 16.8% increase in the special education program area. Regular education costs increased by 1.8 percent. During these challenging budget years we maintained a strong technology program, but conventional instructional material accounts were reduced by 13.5%. In regard to guidance and counseling we believe the high level of services we provide to our children mitigates the need for more intensive services.

Another significant factor in terms of PPE is the contractually required teaching salary structure of our system in comparison to other districts. The chart below shows the relationship of our teaching salaries to comparable neighboring districts. The data below is the top step/top lane teaching salary for true K8 districts.

		<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Concord Public Schools		\$ 101,940	\$ 103,978	\$ 106,057	\$ 107,912
Lincoln Public Schools	***	\$ 93,999	\$ 95,409	\$ 96,840	
Sudbury Public Schools	***	\$ 93,207			
Average of Comparison Group		\$ 93,603	\$ 95,409	\$ 96,840	
CPS To Group Comparison		8.91%	8.98%	9.52%	

Materials and Technology – we have integrated technology into the classroom to a greater extent than many of our neighboring districts; this is reflected in our PPE. We believe technology competence will be critical to the success of our students as they move into the high school and collegiate levels.

During FY11 we began to see increases in our early childhood classrooms special education needs. For FY12 and FY13 we have experienced growth in our general enrollment, and with that growth an associated special education growth in line with the state average special education percentages.

During FY08 – FY12 there has been a 25% drop in the number of OOD students. In FINCOM meetings we have discussed the drop in numbers but emphasized the nature and complexities of needs presenting in this decrease are driving costs higher.

Question 2. What are your top 3-4 priorities in terms of improved learning/development effectiveness over the next 5 years? What are the desired outcomes? What performance milestones should we expect?

Top priorities over the next five years include increasing the number of K8 students who master critical end of year grade level standards and score proficient/advanced on the Math and English Language Arts (ELA) MCAS, increasing the use of digital tools, Moodle, etextbooks, and 1:1 laptops, increasing students' social and emotional well-being, implementing Common Core Standards, common assessments, and data teams, developing professional collaboration to analyze student work and adjust instructional practices to improve student learning, and adopting the new educator supervision and evaluation model. The outcome benchmarks include the following: 80% K5 mastery of critical grade level standards in ELA and Math, 80% of CMS students earn B- or higher, 90% Adv/Prof. on ELA MCAS at Grades 5 and 8, 80% Adv/Prof on Math MCAS grades 5 and 8, K8 sped students achieve 90% of IEP goals, CMS students use digital tools to produce culminating projects, data teams regularly use protocols for looking at student

work, analyzing data, and adjusting instructional practices, reduction in referrals to the K5 Mental Health team and reported incidences of bullying. (See attached District Goals 2012-13).

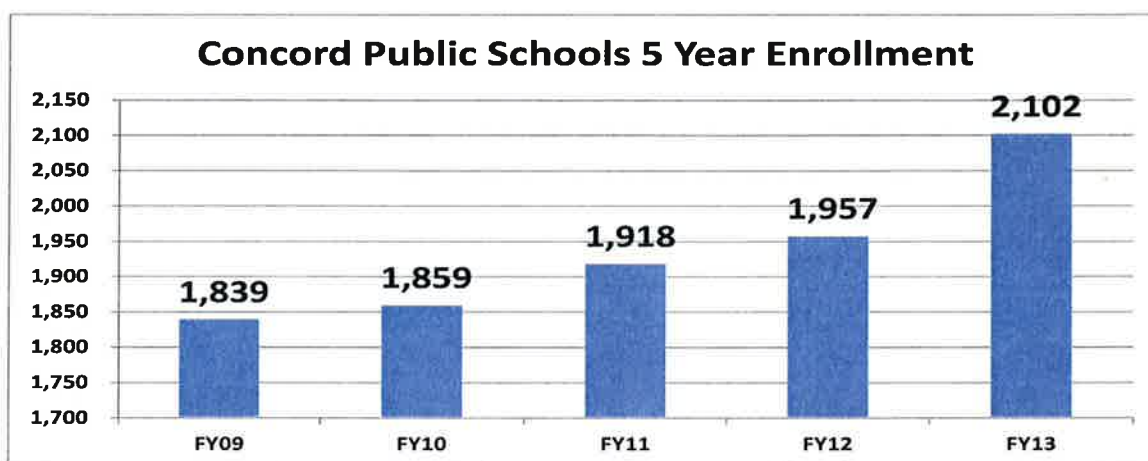
Resources needed include increased levels of staffing, professional development, teacher collaboration time, increased technology tools, and increased administrative technology tools for the supervision and evaluation system.

Question 3. What is the outlook for growth rate in total operating expenditures for CPS over the next five years?

Based on historical spending patterns and currently known collective bargaining agreements CPS operating expenses are anticipated to require 3 -5% funding increases. Variations in state funding levels for circuit breaker reimbursement could negatively affect this projection.

Question 3a. What is the outlook for total enrollment at CPS? For METCO and other non-resident students?

Enrollments at CPS have risen by 184 students in the past two years. About 1/4 of this increase is attributable to the Concord Mews development, whose full impact is yet to be determined. The 5 previous fiscal years and current FY2013 enrollments are below.



The larger portion of the enrollment increase is due to the availability of homes in Concord and the favorable buyer's market and interest rate environment. METCO and non-residents student enrollment is currently projected to remain stable in the future. NESDEC projections which will reflect the increases of the past two year's October 1 actuals are expected to be received in early November. The latest on-hand NESDEC projections are from November, 2011 and are attached.

Question 3b. What is the outlook for Special Education expenditures, out-of-district placements and reimbursements?

With increasing enrollment it is projected that special education student numbers will increase, with a similar percentage to the state average of 17% requiring some level of special education services. We are observing a higher level of need in our early childhood programs that indicate special education services' costs will increase in future years. While out-of-district placements have decreased from 53 in FY2008 to the current 38, the intensity and costs of these placements are substantially higher. Current

placements range in cost from \$34,477 to \$128,708 for CPS. In regard to the circuit breaker reimbursement rate, as the State's finances have stabilized the rates have been increasing and approaching the statutory level of 75% percent for costs above the \$40,516 threshold. The chart below contains the five year history for CPS Out-Of-District Special Education costs.

**OUT OF DISTRICT SPECIAL EDUCATION COSTS
FY08-FY12**

	Total	SPED	Out of District (OOD)	OOD % of Total	OOD % of SPED	# of OOD	Circuit Breaker Reimbursement
	Expenditures	Expenditures	Expenses				
CPS							
FY08	\$26,417,163	\$6,782,566	\$2,668,150	10.10%	39.34%	53	\$680,802
FY09	\$26,999,599	\$6,366,650	\$2,283,752	8.46%	35.87%	46	\$656,927
FY10	\$27,699,046	\$6,692,766	\$2,035,448	7.35%	30.41%	48	\$302,147
FY11	\$27,699,200	\$7,102,642	\$2,112,465	7.63%	29.74%	40	\$308,085
FY12	\$28,474,200	\$7,343,469	\$2,593,865	9.11%	35.32%	40	\$621,757

Question 3c. What is the outlook for faculty compensation including steps, scales, and lane changes?

The following table summarizes the status of our seven collective bargaining units with more than ten employees. The table also identifies the number of teachers at top step in their respective teacher association.

Collective Bargaining Status

	FY2012	FY2013	FY2014	FY2015	Expiration	Members	Top Step
Concord Teachers Association	0.75%	2.00%	2.00%	1.75%	6.30.15	198	32.9%
All Steps 4%							
Lanes							
B to B15 - 5%							
B15 to Masters 11%							
Beyond Masters approximately 2.5% for each additional 15 graduate credits							
Concord-Carlisle Teachers Association	Steps 1 -16	0.75%	2.25%	2.25%	6.30.14	123	39.5%
Steps 1-15 4%	Step 16 Only	0.75%	0.75%				
B to B15 - 5%							
B15 to Masters 11%							
Beyond Masters approximately 2.5% for each additional 15 graduate credits							
Secretaries Unit	2.00%	2.00%			6.30.13	37	
CPS Building Service Workers	2.25%	2.25%	2.25%	2.25%	6.30.15	15	
CCHS Building Service Workers	2.25%	2.25%	2.25%	2.25%	6.30.15	9	
Bus Drivers Unit - Expired	3.10%				6.30.12	31	
CCHS Tutors	2.00%	2.00%			6.30.13	30	

In the past three years we have seen stabilization in the rate of increases for medical insurance and the impacts of legislative changes have allowed us to reduce our budgetary needs to fund this benefit in the FY2014 budget development process. On a

longer term basis, the inflationary pace of employee benefits has exceeded the rate of salary escalation resulting in a greater level of benefits within total compensation. Looking forward, changes in national policy, a growing awareness of dietary impacts and proactive wellness plans may result in positive cost trends.

The Concord Public Schools do not include OPEB obligations in its operating budget request. The Concord-Carlisle Regional School Districts plan for meeting the OPEB would be to increase the funding level by \$100,000 per year till the Annual Required Contribution (ARC) is reached. However, the current amount in the FY2014 CCRSD request is \$300,000, which is only \$25,000 more than the FY2013 level.

What is the outlook for numbers of faculty FTEs, administrative FTEs, and total FTEs? Please indicate what percentage of your faculty has now achieved the highest step in the pay grade.

Instructional FTE levels will respond to changes in enrollment, and additions or deletions of program. Recent enrollment increases at the K8 level have required additional staff. District administrative FTE levels may need to increase in order to provide responsiveness to an increasingly more complex technology environment, more demanding state reporting, new supervision and evaluation process, HS project administration, and public records requests.

Question 3d. What are the main uncertainties that you face in projecting forward?

Our main uncertainties moving forward are costs associated with enrollment, special education, adequately funding technology, and transportation costs.

Question 3e. How would programs, staffing, faculty levels or information technology plans be affected if the FY14 budget were to be approved (a) with only a 2% increase above the FY13 budget? or (b) with no increase at all over the FY13 budget?

(a) A 2% increase would create a \$611,089 shortfall against projected needs. Of the \$856,754 increase allowed by a 2% increase, \$752,099 would be required for legally binding collective bargaining obligations. The remaining \$104,655 would not address the legal requirements for special education tuitions projected to be required for FY2014; there would be a shortfall of \$209,183 in special education budgets, and a \$210,101 shortfall in funding to address estimated transportation needs. Or, if faculty reductions were used to address the shortfall a reduction in the range of 9 - 13 teaching positions from steps 1 – 4 would be required and class size would increase.

(b) A 0% increase would create a \$1,467,843 shortfall against projected needs. None of the \$752,099 required for legally binding collective bargaining obligations would be available, and funds for binding leases, required tuitions, and enrollment driven staffing would also not be available. This funding shortfall would be nearly equivalent to the funding required for 25.5 teachers on steps 1 – 6 of the pay scale matrix. Class sizes would increase significantly and educational programs would be cut. This would create a significant unemployment liability for the Town of Concord.

Question 4. What level of capital expenditures is planned over the next five years, including transportation services facilities? Please identify what expenditures will be proposed to be financed through the issuance of long-term debt and what expenditures

will be proposed to be financed as capital outlays within the current budget of each year (without debt issuance).

The Town Manager's capital plan for CPS is funded at approximately \$800K for FY14 - 18. This funding level appears adequate for our currently known needs. Projects in the CPS Capital plan are included in the Town Manager's budget who determines the method of financing.

Question 5. Please indicate the amounts in the CPS Capital Needs and CPS Technology Stabilization funds as of September 30, 2012 and any planned uses of or additions to those funds in FY13 or FY14.

The respective stabilization fund balances as of September 30, 2012 are \$75,288.16 for the Technology and \$964,058.21 for the Capital Needs.

Question 6. Please discuss any anticipated changes in the budgeted amounts for transportation services for FY13, the amounts you contemplate for the FY 14 budget and over the next five years.

The chart below is support for an estimate of \$333K of FY2013 unanticipated expenses

FY13 Additional Transportation Costs	Lease Cost	FY13 Cost	FY13 Allocation		FY14	FY14 Allocation		FY15
			CPS	CCRS		CPS	CCRS	
Leasing								
Billerica Facility Lease	\$42,000	\$ 42,000	\$ 25,200	\$ 16,800	\$ 45,000	\$ 27,000	\$ 18,000	\$48,000
Proposed Acton Facility Lease*	\$48,000	\$ 36,000	\$ 21,600	\$ 14,400	\$ 50,400	\$ 30,240	\$ 20,160	\$54,000
Office Trailer with Restroom (46' x 12' - planning number only plus tight tank allowance)		\$ 28,000	\$ 16,800	\$ 11,200	\$ 28,000	\$ 16,800	\$ 11,200	\$29,400
-- FY 13 cost assumes 10/1/12 lease signing								
Associated Labor Costs								
Additional driver time with Acton starting point (6.8 Miles from Townhouse) and with Billerica repair facility.								
ST Rate -- 2 X .5 hrs X 36 Drivers X \$22.38 X 180 school days =		\$ 145,022						
OT Rate -- 2 X .5 hrs X 36 Drivers X \$33.57 X 180 school days =		\$ 217,534						
Blended Rate (50% OT/50% ST)		\$181,278	\$ 108,767	\$ 72,511.2	\$ 181,278	\$ 108,767	\$ 72,511	
** Used top step of FY12 labor rate -- \$22.38 straight time								
Associated Fuel Costs								
Additional Driver fuel cost with Acton starting point -- 2 gallons a day @ \$3.51 per gallon X 36 buses X 180 days of school								
2*3.51*36*180=		\$ 45,490	\$ 27,294	\$ 18,196	\$ 45,490	\$ 27,294	\$ 18,196	
Estimated range of cost associated with Acton based operation is \$190K to \$263K for labor and fuel.								
		\$332,768	\$ 199,661	\$ 133,107		\$210,101	\$ 140,067	
60 days to sign Acton RFP after due date of August 31, NLT October 30								

For fuel, labor and leases due to transportation issues. The \$330K will be allocated on a 60/40 ratio to CPS and CCRSD. The FY2014 budgets include \$350K for transportation expenses. The FY2014 budgets do not include any funding requests for bus replacements.

Question 7. Please report on all off-budget sources of funding, including all receipts, fees, federal, state and other grants for FY12, FY13 (as known to date) and anticipated or planned for FY14, including the finances of our METCO program (inclusive of transportation). Please discuss any changes anticipated in the level, rate or method of determining such receipts, fees and grants.

Please see chart below. Our current anticipation for FY2014 grants is level funding.

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget
<u>GENERAL FUND</u>					
OPERATING BUDGET LEVELS	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381
<u>EXTERNAL FUNDS</u>					
FEDERAL GRANTS	906,165	1,057,937	628,658	643,566	643,566
STATE GRANTS-METCO	493,724	476,855	445,535	460,137	460,137
EXTERNAL FUNDS TOTAL	1,399,889	1,534,792	1,074,193	1,103,703	1,103,703

Question 8. Is the current level of capital expenditures sufficient, assuming the continued use of the Concord Middle School's Sanborn and Peabody buildings for another decade or longer?

For the near five to ten year term, a combination of the \$800,000 in the Town Manager's Budget and potential use of CPS Capital Needs stabilization funds is sufficient for currently anticipated needs at the CMS buildings.

Question 9. Please provide an overview for us of any anticipated changes in the criteria CPS uses to measure its performance and cost effectiveness.

No changes are currently anticipated.

Attachments:

- District Goals
- Monthly Enrollments
- NESDEC Projections (November 2011)
- FY2014 CCRSD Planning Budget
- FY2014 CPS Planning Budget
- Preliminary CPS 5 Year Capital Plan

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

By June 2013, students in grades K – 12 will master critical end of year grade level standards.

Key Actions	Process Benchmarks	Outcome Benchmarks
Implement district core curriculum K – 12 incorporating CCSS in ELA, Math and SS & Science Literacy.	<ul style="list-style-type: none"> Teachers revise K5 progress reports to reflect alignment with the CCSS (Common Core State Standards) in ELA, Math and Literacy in Science & Social Studies. 6-8 teachers collaborate to identify those common core standards that are shared among subject areas 9-12 teachers develop school wide rubrics to assess critical learning outcomes for all students. 	<ul style="list-style-type: none"> K5 Progress reports are aligned with the CCSS Grades 6-8 map of common core standards shared among multiple subject areas Grades 9-12 school-wide rubric are used to assess critical learning outcomes for all students
Implement common assessments in ELA and Math K5 and all subject areas 6-12.	<ul style="list-style-type: none"> Teacher teams analyze summative and formative common assessment data and use the data to adjust practice and identify and/or implement appropriate differentiated interventions 	<ul style="list-style-type: none"> 80% K5 mastery of critical grade level standards in English Language Arts and Math 80% of CMS students earn B- or higher 85% of CCHS students earn 2.0 GPA or higher 90% Advance/Proficient on ELA MCAS at 5, 8, and 10 80% Advance/Proficient on Math MCAS at 5, 8, and 10 Maintain 100% Competency Determination for every graduating member of the Class of 2013
Identify appropriate intervention and adjust instructional practice	<ul style="list-style-type: none"> Establish building based structures (i.e., RTI) to support students not meeting benchmarks. Implement progress-monitoring procedures to track students' progress 	<ul style="list-style-type: none"> K12 SPED students will achieve 90% of the goals on their IEPs Increase GPA of grades 9-12 Boston students by +.2

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

During the 2012-2013 school year, administrators and teacher leaders will lead all educators and teams to use student assessment data, research and best practices in instruction, assessment and technology to improve student learning.

Key Actions	Process Benchmarks	Outcome Benchmarks
Provide professional development to administrators, department chairs and curriculum specialists in developing and implementing protocols for looking at student work, analyzing data, and adjusting instructional practices.	During administration and faculty meetings, model protocol for looking at student work, analyzing data, and adjusting instructional practices.	Educators and teams routinely use protocols for looking at student work, analyzing data, and adjusting instructional practices.
Technology specialists collaborate with teachers to integrate use of digital tools in daily classroom instruction and assessment.	Elementary students will increase use of digital tools for informational, narrative and persuasive writing.	Elementary students complete technology project that incorporates online writing and digital story telling.
Initiate pilots of one-to-one laptop program in the middle school and high school	Students in grades 6-12 will increase their use of digital tools, Moodle and e-textbooks.	Students in grades 6-12 use digital tools to demonstrate mastery of content standards.

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

Increase K12 students' social and emotional well-being.

Key Actions	Process Benchmarks	Outcome Benchmarks
<ul style="list-style-type: none"> K5 Mental Health Team provides coaching to teachers for consistent implementation of Open Circle and Bully Proofing Curricula. Grade 6-8 implements year 2 of CMS Stands Together Grades 9-12 implements Advisory Program. 	<ul style="list-style-type: none"> Elementary teachers collaborate with Mental Health Team to implement Open Circle and Bully Proofing Curricula. Teachers in grades 6-8 collaborate with guidance counselors and student leaders to provide two days of bullying prevention and intervention programming. Students' involvement in co-curricular activities will be monitored by their guidance counselors. 	<ul style="list-style-type: none"> K5, 5% reduction in referrals to the Mental Health Team. Grades 6-12, 3% reduction in reported incidents of bullying. Grades 9-12, 90% students participate in at least 1 co-curricular activity each year they attend CCHS. Grades 9-12, 100% of seniors report a connection to at least 1 adult on the senior exit survey.

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: HUMAN RESOURCES

By June 2013, implement 100% of the new supervision & evaluation system at CCHS and begin the process at CPS in alignment with state regulations and contract provisions.

Key Actions	Process Benchmarks	Outcome Benchmarks
Implement training for district leadership team.	<ul style="list-style-type: none"> District and CCHS Leadership teams complete DESE Training Modules. Train instructional leadership teams on protocols for examining student work. 	<ul style="list-style-type: none"> District and CCHS evaluators implement new evaluation system. K-8 evaluators have a working knowledge of the new evaluation system.
Assist CCHS principal in implementation of evaluation system.	<ul style="list-style-type: none"> Regularly meets with CCHS Principal to review progress. Participates as a member of the CCHS leadership team. Collaborates with CCTA leadership to implement new evaluation system. 	<ul style="list-style-type: none"> All five stages of the evaluation system are implemented. Co-facilitate joint labor/management committee to continue working on implementation.
Collaborate with the CTA to develop a new supervision & evaluation system based on state regulation.	<ul style="list-style-type: none"> Co-facilitate a joint labor management committee. Promote open and frequent communication. 	<ul style="list-style-type: none"> A new CPS supervision & evaluation system.
Utilize MLP to complement the implementation of the new supervision & evaluation system.	<ul style="list-style-type: none"> Train teachers on all new aspects of MLP. Collaborate with the district administrative team to align professional development to district, school, and individual SMART goals. 	<ul style="list-style-type: none"> Professional development activities are connected to educator, school, and district goals. MLP Team Room is used to support ongoing collaboration and team learning.

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS

By June 2013, FY14 CPS and CCRSD budgets will be approved at both Concord and Carlisle Town Meetings.

Key Actions	Process Benchmarks	Outcome Benchmarks
Work with Administrative team to identify FY 14 student learning needs, cost drivers, and additional resources.	<ul style="list-style-type: none"> Develop preliminary budget that minimizes taxpayers demand while providing necessary educational resources. 	<ul style="list-style-type: none"> Preliminary FY 14 budget requests
Work with Concord and Carlisle Finance Committees and School Committees to develop budgets that support the FY14 school district goals and are within levy limits.	<ul style="list-style-type: none"> Prepare Preliminary budget reports for School Committees and Finance Committees. 	<ul style="list-style-type: none"> Preliminary FY14 budget request book
Develop plans to demonstrate impacts of Concord and Carlisle Fin Com guidelines and levy limits.	<ul style="list-style-type: none"> Attend Fin Com meetings in Concord and Carlisle. 	
Present Prelim FY14 budgets to School Committee.	<ul style="list-style-type: none"> School Committee adopts FY 14 budgets. 	<ul style="list-style-type: none"> School Committee adopted FY14 budgets.
Present School Committee adopted FY 14 budgets at Fin Com hearings	<ul style="list-style-type: none"> Town Fin Coms and Selectmen support FY 14 School budgets. 	<ul style="list-style-type: none"> FY 14 budgets approved at both Concord and Carlisle Town Meetings.

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS

Support the CCHS Building Committee and Building Project Team to complete Construction Documents and maintain construction schedule.

Key Actions	Process Benchmarks	Outcome Benchmarks
Meet weekly with Project Team and monthly with CCHS Building Committee to review and inform Project scope, budget, and schedule..	<ul style="list-style-type: none"> Assist Project Team with MSBA Final CD submission and 100% CD bid documents 	<ul style="list-style-type: none"> CCHS Project on budget and schedule

Concord-Carlisle Regional School District
Concord Public Schools
District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS

By June 2013, assist School Committee in determining long term solution for Transportation Services in FY14.

Key Actions	Process Benchmarks	Outcome Benchmarks
Work with SC Transportation Advisory Committee to identify viable options for Transportation services for CPS and CCRSD.	<ul style="list-style-type: none"> • Prepare financial and operational analysis of Transportation options for the SC Transportation Advisory Committee 	<ul style="list-style-type: none"> • School Committee determines long - term solution for Transportation services.

Monthly Enrollments
10/1/2012 - 6/1/2013

	Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012	Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013
CCHS													
9			294	309									
10			300	295									
11			306	302									
12			309	310									
TOTAL CCHS:			1209	1216	0	0	0	0	0	0	0	0	
Peabody & Sanborn													
6			218	243									
7			209	234									
8			222	222									
TOTAL PEABODY & SANBORN:			633	699	0	0	0	0	0	0	0	0	
Alcott													
		2011-2012	10/01/11										2012-2013
		Sections	Ratio										Sections
K		3	17.7	53	66								3
1		3	20.7	62	62								3
2		4	18.5	74	73								4
3		4	20.8	83	80								4
4		4	19.8	79	89								4
5		3	21.0	63	81								4
TOTAL ALCOTT:		21		414	451	0	0	0	0	0	0	0	22
Thoreau													
		2011-2012	10/01/11										2012-2013
		Sections	Ratio										Sections
K		4	18.3	73	84								4
1		4	18.8	75	77								4
2		4	18.8	75	80								4
3		4	21.3	85	76								4
4		3	18.3	55	92								5
5		4	21.3	85	64								3
TOTAL THOREAU:		23		448	473	0	0	0	0	0	0	0	24
Willard													
		2011-2012	10/01/11										2012-2013
		Sections	Ratio										Sections
K		4	18.5	74	76								4
1		5	18.8	94	77								4
2		4	21.8	87	103								5
3		4	16.3	65	89								4
4		3	22.3	67	62								4
5		4	18.8	75	72								3
TOTAL WILLARD:		24		462	479	0	0	0	0	0	0	0	24

Monthly Enrollments
10/1/2012 - 6/1/2013

	Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012	Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013
TOTAL K-12													
Elementary - Grades K-5			1324	1403	0	0	0	0	0	0	0	0	
Elementary - Grades 1-5			1124	1177	0	0	0	0	0	0	0	0	
Middle - Grades 6-8			633	699	0	0	0	0	0	0	0	0	
CPS - Grades K-8			1957	2102	0	0	0	0	0	0	0	0	
CCHS - Grades 9-12			1209	1216	0	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPEED)			3166	3318	0	0	0	0	0	0	0	0	
Worksheet													
Kindergarten			200	226									
1			231	216									
2			236	256									
3			233	245									
4			201	243									
5			223	217									
TOTAL Grades K-5:			1324	1403	0	0	0	0	0	0	0	0	
Grade 6			218	243									
Grade 7			209	234									
Grade 8			206	222									
TOTAL Grades 6-8:			633	699	0	0	0	0	0	0	0	0	
TOTAL Grades K-8:			1957	2102	0	0	0	0	0	0	0	0	
Grade 9			294	309									
Grade 10			300	295									
Grade 11			306	302									
Grade 12			309	310									
TOTAL Grades 9-12:			1209	1216	0	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPEED)			3166	3318	0	0	0	0	0	0	0	0	

Monthly Enrollments
10/1/2012 - 6/1/2013

	Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012	Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013
Worksheet													
SPECIAL EDUCATION OOD													
CPS OOD K-8:			35	33									
CCHS OOD			38	40									
TOTAL K-12 OOD: (Not in K-12 Total)			73	73	0	0	0	0	0	0	0	0	
Pre-School OOD: (Not in K-12 Total)			2	0	0	0	0	0	0	0	0	0	
METCO STUDENTS													
CCHS			69	64									
Middle School			21	26									
Alcott			30	29									
Thoreau			25	24									
Willard			22	22									
TOTAL K-12: METCO Students:			167	165	0	0	0	0	0	0	0	0	
NON-TUITION-OUT OF TOWN STUDENTS													
CCHS---Carlisle Students			319	310									
CCHS---Staff Students			10	10									
TOTAL CCHS-Out of Town Students:			329	320	0	0	0	0	0	0	0	0	
Middle School-Staff Students			6	7									
Alcott-Staff Students			3	7									
Thoreau-Staff Students			7	5									
Willard-Staff Students			18	14									
TOTAL K-8 - Out of Town Students:			34	33	0	0	0	0	0	0	0	0	
CONCORD STUDENTS													
CCHS			811	832									
Peabody & Sanborn			606	666									
Alcott			381	415									
Thoreau			416	444									
Willard			422	443									
TOTAL CONCORD Students:			2636	2800	0	0	0	0	0	0	0	0	

Concord-Carlisle HS Historical Enrollment

School District:

Concord-Carlisle High School with METCO

10/5/2011

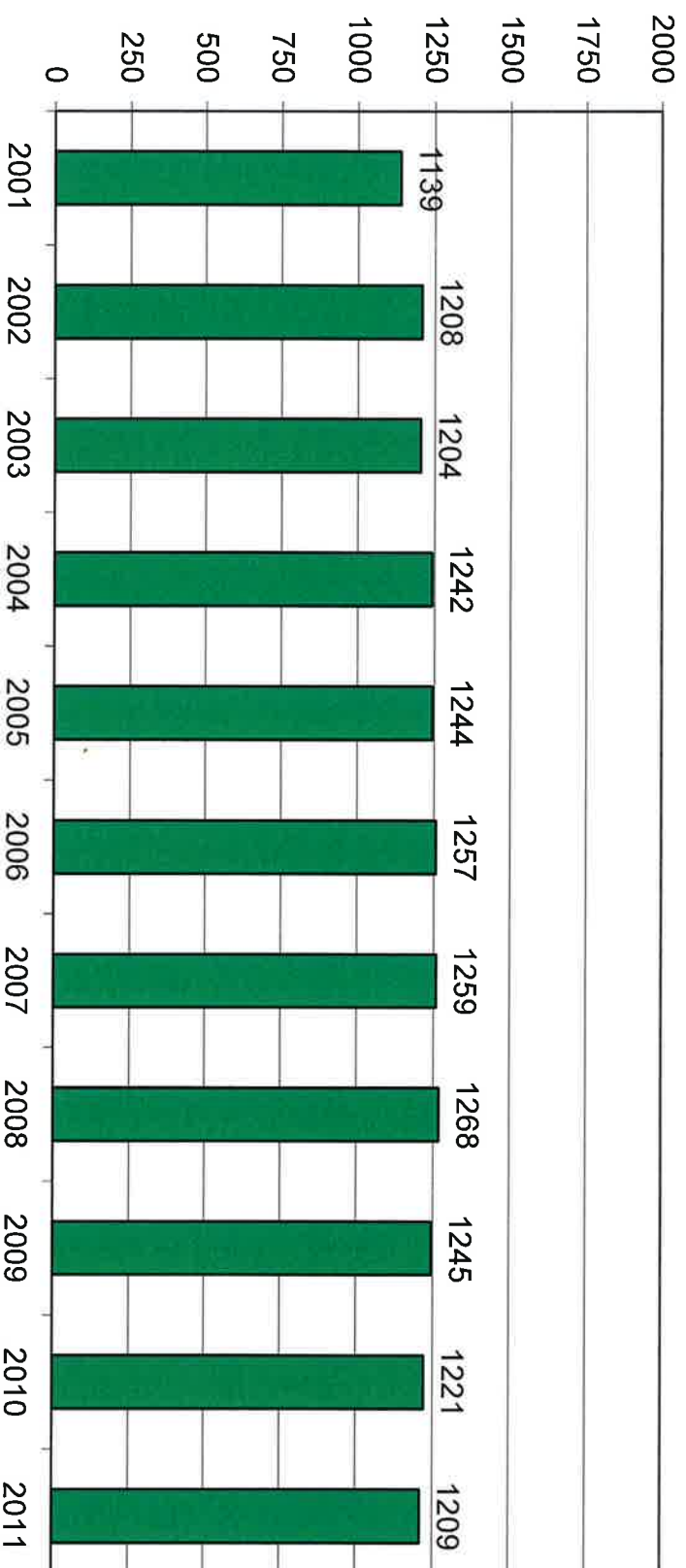
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	9-12	9-12
1996	220	2001-02	0	0	0	0	0	0	0	0	0	0	307	276	295	261	0	1139	1139
1997	224	2002-03	0	0	0	0	0	0	0	0	0	0	328	309	286	285	0	1208	1208
1998	213	2003-04	0	0	0	0	0	0	0	0	0	0	301	325	303	275	0	1204	1204
1999	222	2004-05	0	0	0	0	0	0	0	0	0	0	311	311	316	304	0	1242	1242
2000	223	2005-06	0	0	0	0	0	0	0	0	0	0	321	304	305	314	0	1244	1244
2001	207	2006-07	0	0	0	0	0	0	0	0	0	0	337	321	299	300	0	1257	1257
2002	198	2007-08	0	0	0	0	0	0	0	0	0	0	304	331	326	298	0	1259	1259
2003	162	2008-09	0	0	0	0	0	0	0	0	0	0	312	297	329	330	0	1268	1268
2004	205	2009-10	0	0	0	0	0	0	0	0	0	0	302	312	297	334	0	1245	1245
2005	131	2010-11	0	0	0	0	0	0	0	0	0	0	297	310	313	301	0	1221	1221
2006	154	2011-12	0	0	0	0	0	0	0	0	0	0	294	300	306	309	0	1209	1209

Historical Enrollment in Grade Combinations										
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12	
2001-02	0	0	0	0	0	0	0	0	1139	
2002-03	0	0	0	0	0	0	0	0	1208	
2003-04	0	0	0	0	0	0	0	0	1204	
2004-05	0	0	0	0	0	0	0	0	1242	
2005-06	0	0	0	0	0	0	0	0	1244	
2006-07	0	0	0	0	0	0	0	0	1257	
2007-08	0	0	0	0	0	0	0	0	1259	
2008-09	0	0	0	0	0	0	0	0	1268	
2009-10	0	0	0	0	0	0	0	0	1245	
2010-11	0	0	0	0	0	0	0	0	1221	
2011-12	0	0	0	0	0	0	0	0	1209	

Historical Percentage Changes			
Year	9-12	Diff.	%
2001-02	1139	0	0.0%
2002-03	1208	69	6.1%
2003-04	1204	-4	-0.3%
2004-05	1242	38	3.2%
2005-06	1244	2	0.2%
2006-07	1257	13	1.0%
2007-08	1259	2	0.2%
2008-09	1268	9	0.7%
2009-10	1245	-23	-1.8%
2010-11	1221	-24	-1.9%
2011-12	1209	-12	-1.0%
Gr. 9-12 Change		70	6.1%

Concord-Carlisle HS Historical Enrollment

Grades 9-12, 2001-2011



Concord-Carlisle HS Projected Enrollment

School District:

Concord-Carlisle High School with METCO

10/5/2011

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	9-12	9-12
2006	154	2011-12	0	0	0	0	0	0	0	0	0	0	294	300	306	309	0	1209	1209
2007	129	2012-13	15	0	0	0	0	0	0	0	0	0	301	297	300	308	0	1206	1206
2008	136	2013-14	16	0	0	0	0	0	0	0	0	0	314	304	297	302	0	1217	1217
2009	148	2014-15	17	0	0	0	0	0	0	0	0	0	301	317	304	298	0	1220	1220
2010	140	2015-16	18	0	0	0	0	0	0	0	0	0	311	304	317	306	0	1238	1238
2011	141	2016-17	19	0	0	0	0	0	0	0	0	0	291	314	304	319	0	1228	1228
2012	139	2017-18	20	0	0	0	0	0	0	0	0	0	313	294	314	306	0	1227	1227
2013	141	2018-19	21	0	0	0	0	0	0	0	0	0	331	316	294	316	0	1257	1257
2014	142	2019-20	22	0	0	0	0	0	0	0	0	0	321	334	316	295	0	1266	1266
2015	140	2020-21	23	0	0	0	0	0	0	0	0	0	306	324	334	318	0	1282	1282
2016	141	2021-22	24	0	0	0	0	0	0	0	0	0	261	309	324	336	0	1230	1230

*Projections should be updated on an annual basis:

☐ Based on an estimate of births

☐ Based on children already born

☐ Based on students already enrolled

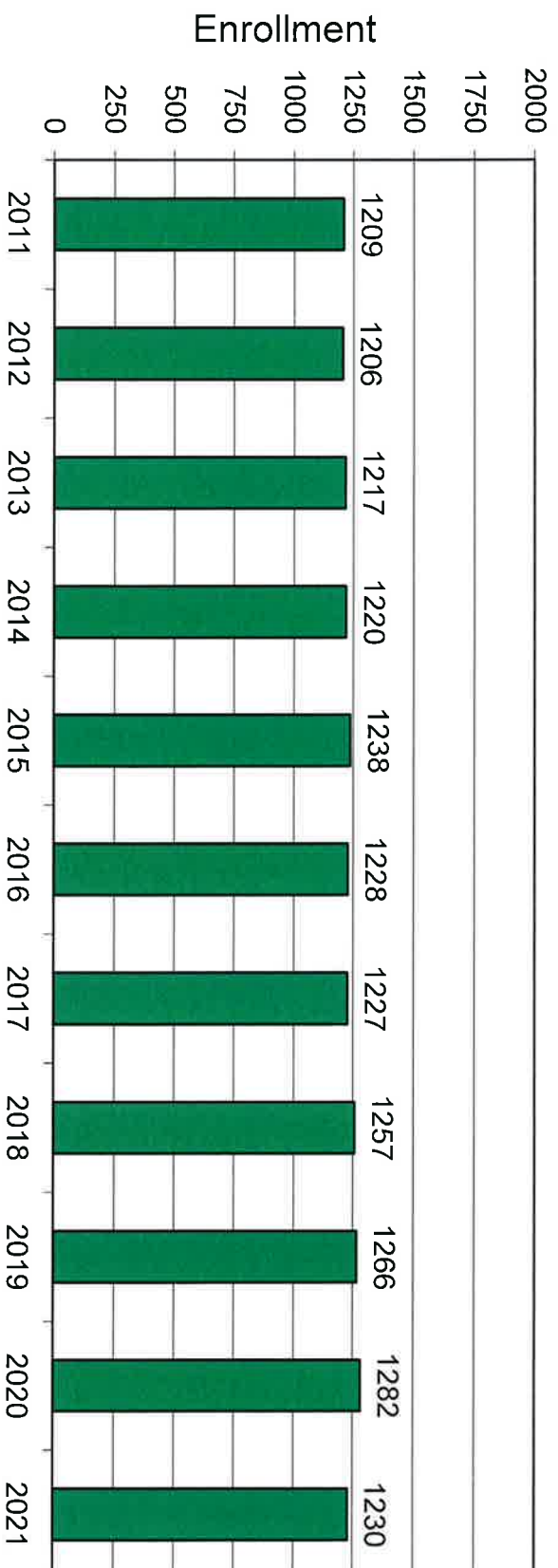
Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2011-12	0	0	0	0	0	0	0	0	1209
2012-13	0	0	0	0	0	0	0	0	1206
2013-14	0	0	0	0	0	0	0	0	1217
2014-15	0	0	0	0	0	0	0	0	1220
2015-16	0	0	0	0	0	0	0	0	1238
2016-17	0	0	0	0	0	0	0	0	1228
2017-18	0	0	0	0	0	0	0	0	1227
2018-19	0	0	0	0	0	0	0	0	1257
2019-20	0	0	0	0	0	0	0	0	1266
2020-21	0	0	0	0	0	0	0	0	1282
2021-22	0	0	0	0	0	0	0	0	1230

See "Reliability of Enrollment Projections" section of accompanying letter.
Projections are more reliable for Years 1-5 in the future than for Years 6 and beyond.

Projected Percentage Changes			
Years	9-12	Diff.	%
2011-12	1209	0	0.0%
2012-13	1206	-3	-0.2%
2013-14	1217	11	0.9%
2014-15	1220	3	0.2%
2015-16	1238	18	1.5%
2016-17	1228	-10	-0.8%
2017-18	1227	-1	-0.1%
2018-19	1257	30	2.4%
2019-20	1266	9	0.7%
2020-21	1282	16	1.3%
2021-22	1230	-52	-4.1%
9-12 Change		21	1.7%

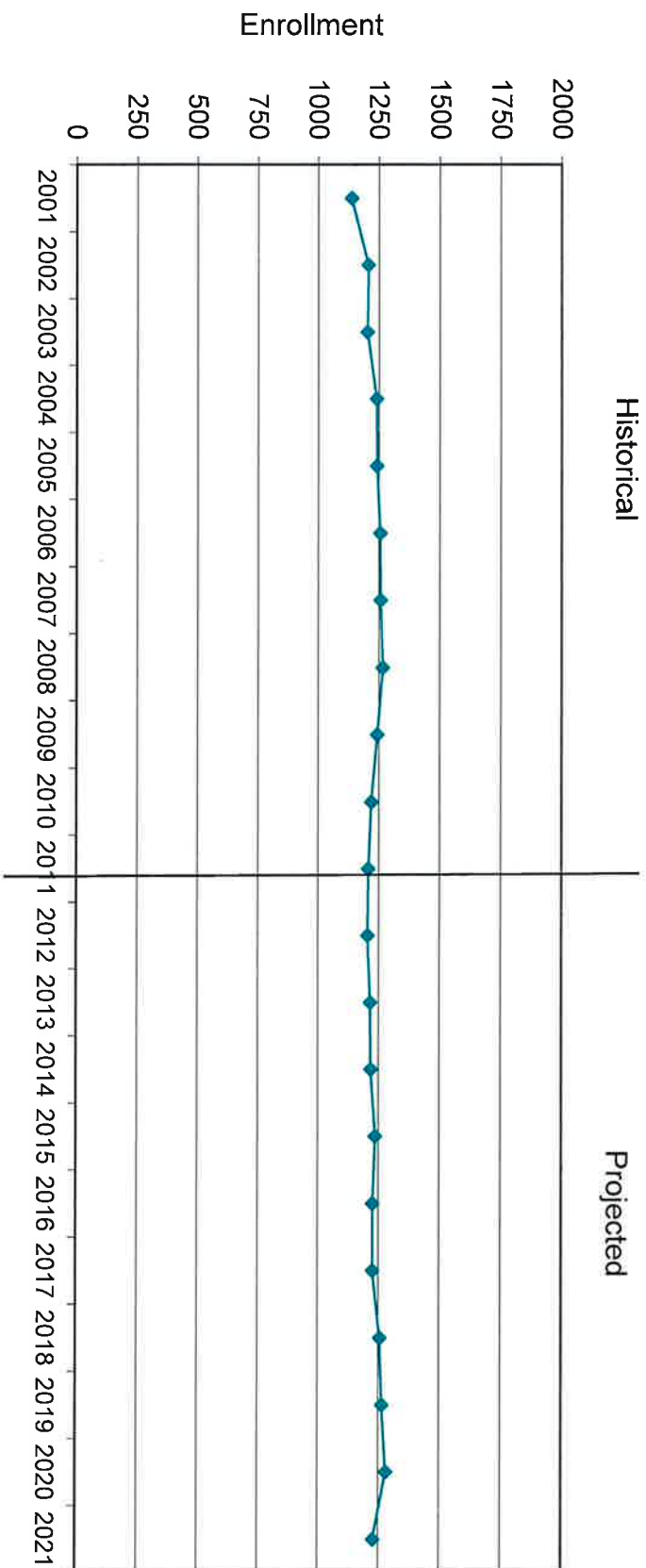
Concord-Carlisle HS Projected Enrollment

Grades 9-12 To 2021 Based On Data Through School Year 2011-12



Concord-Carlisle HS Historical & Projected Enrollment

Grades 9-12, 2001-2021



Projected Distribution of Concord and Carlisle Residents at CCHS
Based upon NESDEC Projections October 4, 2011

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2011-12	1209	1130	811	71.77%	319	28.23%
2012-13	1206	1126	803	71.31%	323	28.69%
2013-14	1217	1143	816	71.39%	327	28.61%
2014-15	1220	1153	825	71.55%	328	28.45%
2015-16	1238	1177	840	71.37%	337	28.63%
2016-17	1228	1167	840	71.98%	327	28.02%
2017-18	1227	1164	862	74.05%	302	25.95%
2018-19	1257	1192	889	74.58%	303	25.42%
2019-20	1266	1201	921	76.69%	280	23.31%
2020-21	1282	1214	948	78.09%	266	21.91%
2021-22	1230	1164	899	77.23%	265	22.77%

October 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
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NET OPERATING BUDGET	\$ 21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 24,271,987
OPERATING BUDGET % INCREASE					
5 Year Operating Average Increase	5.53%	4.95%	3.84%	1.78%	2.64%
					3.75%
OPERATING INCREASE - net of OPEB (Other Post Employment Benefits)			2.72%	0.60%	1.37%
3 Year Operating Average Increase net of OPEB					1.56%
SALARIES	\$ 13,228,658	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348
NON - SALARIES	8,089,582	8,529,907	8,852,493	8,576,348	8,438,639
DEBT SERVICE AMOUNTS	1,038,831	1,124,235	747,738	643,036	2,419,139
TOTAL	\$ 22,357,071	\$ 23,498,427	\$ 23,981,012	\$ 24,290,423	\$ 26,691,126
OPERATING BUDGET FUNDING IMPACT	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 624,600	
BALANCE					(0)

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012

DESCRIPTION		FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
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SOURCES OF REVENUE
LOCAL SOURCES
ASSESSMENTS \$ 21,346,452 \$ 23,594,945
EXCESS & DEFICIENCY 580,000 580,000
INVESTMENT INCOME 15,000 15,000
MISCELLANEOUS INCOME 5,000 5,000

STATE SOURCES (DOE)
CHAPTER 70 1,696,884 1,836,274
REGIONAL TRANSPORTATION AID 256,142 327,264
CHARTER TUITION REIMBURSEMENTS 15,673 43,693
OTHER STATE SOURCES (MSBA)
SBAB REIMBURSEMENT 288,950 288,950

TOTAL
\$ 24,204,101 \$ 26,691,126

PROJECTED USES OF REVENUE
SALARIES \$ 15,071,039 \$ 15,833,348
NON-SALARIES \$ 7,658,312 \$ 8,438,639
DEBT SERVICE \$ 643,036 \$ 2,419,139
OPEB LIABILITY \$ 275,000 \$ 300,000
TOTAL
\$ 23,647,387 \$ 26,991,126

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012

DESCRIPTION		FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
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MAJOR ESCALATION/COST DRIVERS

COST

COST

STEPS						\$ 221,850
LANES						\$ 45,000
SCALE %						\$ 271,178
OPEB						\$ 300,000
TUITIONS						\$ (471,020)
RETIREMENT						\$ 71,089
NATURAL GAS						\$ (45,500)
TRANSPORTATION						\$ 84,673
LEGAL						\$ 70,000
TECHNOLOGY						\$ 177,831
INSURANCE (Health & UE)						\$ (100,500)
TOTAL						\$ - \$ 624,600

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012

DESCRIPTION		FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
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MAJOR ESCALATION/COST DRIVERS

COST

COST

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LEGAL						\$ 70,000
TECHNOLOGY						\$ 177,831
INSURANCE (Health & UE)						\$ (100,500)
TOTAL						\$ - \$ 624,600

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012

ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY14 - FY13 CHANGE	FY 14 / FY 13 BUDGET
REGULAR EDUCATION	\$ 10,700,589	\$ 11,067,037	\$ 11,642,146	575,109	5.20%
SPECIAL EDUCATION	\$ 5,525,903	\$ 5,235,731	\$ 4,863,490	(372,241)	-7.11%
ADMINISTRATION	\$ 1,323,231	\$ 1,335,891	\$ 1,434,327	98,436	7.37%
OPERATIONS	\$ 2,936,312	\$ 3,136,861	\$ 3,434,627	297,766	9.49%
FIXED COSTS	\$ 3,746,163	\$ 3,514,903	\$ 5,316,536	1,801,633	51.26%
TOTAL BUDGET	\$ 24,232,197	\$ 24,290,423	\$ 26,691,126	2,400,703	9.88%
-- Less Debt Service	\$ 757,156	\$ 643,036	\$ 2,419,139	276.21%	
OPERATING BUDGET	\$ 23,475,041	\$ 23,647,387	\$ 24,271,987	624,600	2.64%

October 11, 2012

* Preliminary Estimated Debt Service

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ENROLLMENT RETURNS

CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1 2012

	Town of Concord	Town of Carlisle	Tuition Metco	Students State Wards	Out of Town	Non- Tuition Out of Town	Total
Grade 9	217	77	12	-	-	3	309
Grade 10	204	70	18	-	-	3	295
Grade 11	210	72	19	-	-	1	302
Grade 12	201	91	15	-	-	4	310
TOTALS	832	310	64	--		10	1216

Entries and Withdrawals:

Date	Name	Grade	Town	Action	Reason
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FY2014 Assessment Ratio – Official 10/1/2012

$$832 + 310 = 1,142$$

$$832 / 1,142 = 72.85\% \text{ Concord}$$

$$310 / 1,142 = 27.15\% \text{ Carlisle}$$

October 11, 2012

DESCRIPTION	FY10 SC	FY11 SC	FY12	FY13 Adopted	FY14 Planning
	Budget	Budget	Budget	Budget	Budget
TOTALS	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381
CHANGE	1.8%	0.0%	2.8%	4.5%	4.9%
FUNDING IMPACT					
	\$	-	\$ 775,000	\$ 1,281,338	\$ 1,467,843
MAJOR ESCALATION/COST DRIVERS					
ACCOMMODATED NEEDS				-	\$ (1,467,843)
TOTAL PRELIMINARY NEEDS				\$	\$ (1,467,843)
UNFUNDED AMOUNTS				\$ 1,281,338	\$ 0

ESCALATION/COST DRIVERS

FY2014

STEPS	\$	366,769
LANES		60,000
SCALE %		325,329
TRANSPORTATION - (Fuel, Labor, Leases)		210,101
SPECIAL EDUCATION TUITIONS		313,838
ENROLLMENT DRIVEN STAFFING (4.6 Teaching FTEs)		191,806
TOTAL	\$	1,467,843

**CONCORD PUBLIC SCHOOLS
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012**

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget
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GENERAL FUND

OPERATING BUDGET LEVELS

\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381
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EXTERNAL FUNDS

**FEDERAL GRANTS
STATE GRANTS-METCO**

906,165	1,057,937	628,658	643,566	643,566
493,724	476,855	445,535	460,137	460,137

EXTERNAL FUNDS TOTAL

1,399,889	1,534,792	1,074,193	1,103,703	1,103,703
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ALL FUNDS TOTAL

29,099,089	29,233,992	29,548,393	30,859,241	32,327,084
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EXTERNAL FUNDS AS % OF GRAND TOTAL

4.81%	5.25%	3.64%	3.58%	3.41%
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**CONCORD PUBLIC SCHOOLS
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012**

	FY2012	FY2013	FY2014	FY14 - FY13	FY14 / FY13
Budget	Adopted Budget	Planning Budget	FY14 - FY13	FY14 / FY13	
REGULAR EDUCATION	15,370,754	15,647,480	16,610,076	962,596	6.2%
SPECIAL EDUCATION	6,672,579	7,795,828	8,410,442	614,614	7.9%
OPERATIONS	4,309,273	4,213,614	4,092,504	(121,110)	-2.9%
ADMINISTRATION	2,034,647	2,033,670	2,059,559	25,889	1.3%
FIXED COSTS	86,946	64,946	50,800	(14,146)	-21.8%
TOTAL	28,474,200	29,755,538	31,223,381	1,467,843	4.9%

**Concord Public Schools
FY14 - FY18
Preliminary Capital Needs**

Project Description	FY14	FY15	FY16	FY17	FY18	Comments / Building Total
Alcott						
Replacement of DX Chilling						
Classroom Refurbishing	50,000	25,000		250,000	100,000	
Parking Area Sealing & Relining	20,000	20,000				
Total Alcott	70,000	45,000	0	250,000	100,000	\$465,000
Thoreau						
Replacement of DX Chilling			125,000	125,000	100,000	
Classroom & Hall Painting	50,000	25,000				
Parking Area Sealing & Relining	20,000	25,000				
Total Thoreau	70,000	50,000	125,000	125,000	100,000	\$470,000
Peabody Building						
Roof replacement	240,000					Need Updated Gale Estimates & Conditions Report
General flooring replacement						Wear and tear of flooring
Replacement of HVAC controls and unit ventilator throughout school-desin phase followed by construction	165,000	185,000				HVAC systems starting to fail due to age of equipment.
Electrical upgrade	50,000					For computer technology.
Replace existing ventilation units and piping			320,000	300,000		Replace due to age of equipment.
Domestic water piping replacement		150,000	150,000			Replacement due to age of piping in crawl spaces.
Electrical power upgrade for technology	100,000					Lack of electrical power for increased demand for power.
Total Peabody	\$555,000	\$335,000	\$470,000	\$300,000	\$0	\$1,660,000
Sanborn Building						
Asbestos abatement / classrooms						VAT tile should be abated as possible. This request for classrooms where asbestos tile is covered by degraded carpets.
Auditorium renovation (Phase 1)						Carpeting, Chairs, Stage Upgrades
Roof replacement					700,000	Need Updated Gale Estimates
HVAC univert replacement		125,000	125,000	125,000		
Electrical upgrade	50,000					On-going Fire Department codes
Fire alarm detection	50,000	25,000				Replacement of old piping
Domestic water piping replacement		220,000	80,000			
Total Sanborn	\$100,000	\$370,000	\$205,000	\$125,000	\$700,000	\$1,500,000
Ripley Administration Building						
Replace air handlers/AC (elect/mech. Design FY10)						Replacement due to age of equipment
Ripley Conference Rooms						
Total Ripley	\$0	\$0	\$0	\$0	\$0	\$0
Yearly Totals	\$795,000	\$800,000	\$800,000	\$800,000	\$900,000	\$4,095,000